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Repositioning a wine brand for millennials – the case of Monte Velho

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Abstract

This study was developed in order to identify the main components of wine purchasing and consumption behavior of the Portuguese millennial consumers' and their attitudes towards a wine brand - Monte Velho. The methodology includes in-depth qualitative interviews with 11 wine consumers and an online quantitative survey with a sample of 109 millennials wine consumers. Results showed that respondents are regular consumers particularly with friends and relatives but not frequent buyers. They place a strong relevance on the wine's color, price and region. Regarding Monte Velho, non-consumers show some degree of aversion, considering the wine too serious and traditional, although they see the label as very pretty and elegant. Consumers of Monte Velho regards the wine more positively and not as much old as the former segment.

Chapter 1 - Introduction

This dissertation has the aim to understand how young adults (millennials, aged 18-38) perceive Portuguese wines, with a special overview of Monte Velho from Esporão, SA. It is desired that by understanding this, it will allow for a better understanding of their demands and tastes in the wines that are currently available on the market, as well as how they decide between different brands.

This study will be carried out within the context of a master thesis in Business, with major in marketing, and it is being complemented by an internship in one of the biggest wine producing companies in Portugal: Esporão, SA.

A case study of Monte Velho will be carried out in order to permit an in-depth analysis of the subject of brand management within the young adult (18-38) segment of the Portuguese wine market.

Portuguese wine market overview

In order to understand how brand management applies to the current wine market in Portugal, one must study the latter in detail. Currently, the wine market is overflowing with different wine brands, with a wide variety of imagery and labels. This was proved by a study, that attributed the globalization to be the cause of this exponential dissemination (Wilcox, et al., 2008). This may increase the threats to each brand. According to the Bank of Portugal (2017), this country has seen a growth of wine producing companies of 1% every year, from 2011 to 2015.

Regarding the amount of area producing wine in Portugal, we are able to see that there is being a disinvestment in all regions of the country, except in Alentejo (IVV, 2018). In fact, since 1989 Portugal lost more than 80.000ha (30%) of its vineyard area, totaling around 190.000ha. Although there is a decrease in the area of vineyards, we are able to see that in the last 10 years the volume of wine produced has varied a lot but has followed a constant trend. The total amount produced in the harvest year of 2017 was around 6.736.772hl. According with the data of the same institute, the four biggest producers regions are the Douro, totaling 22% of the amount produced, followed by Lisbon region, Minho, and Alentejo. Overall, Portugal appears as the 11th biggest wine producer in the world.

In regard to wine consumption, the Portuguese have increased theirs by 4,5% since the year 2000, totaling a demand around 4.8million hl. In 2017, it is also notable that in the domestic market, there was an increase of 3.2% of purchased wine, compared with 2016, in distribution and restaurants; while also there was a price rising of 1.9% in the same period.

Esporão, SA

Esporão is a wine and olive oil producing company created in 1973 under the name “Finagra”. Since its early days, it was able to stand out in a traditional and well established Portuguese wine region - Alentejo.

In forty years, the company was able to achieve a level of success which allowed for it to become a reference on winemaking worldwide.

Esporão S.A. is best known by its family estate namesake, “Herdade do Esporão”, which is located in the aforementioned Alentejo region. This region has a unique *terroir* due to a particular climate, soil and the vast range of national and international grape varieties.

In 2008, Esporão became the owner of Quinta dos Murças in the Douro region. This investment was in order to strategically increase its offer in its wine variety supply.

Monte Velho

Monte Velho is a red and white wine brand, created to be consumed on all occasions of the daily basis, and was launched in 1992. Its name came from the name of an estate – topologically, a mount – at Herdade do Esporão. The wine is produced with grapes from all Alentejo’s sub-regions and is elaborated using traditional processes in the region. This is a well structured, fresh and fruity wine, with blackberry aromas and spicy notes. This drink is the result of partnerships with several grape growers of the region which follow the same sustainable practices that Esporão bases its production on. Monte Velho was able to become well-known worldwide. In the domestic market, it was able to become a Portuguese wine reference.

Monte Velho Challenges

As previously said, the Portuguese market has seen an astonishing growth in the number of different brands. Twenty-five years ago, Monte Velho was able to become a big reference due to the few different wines with the same price-quality ratio, but nowadays there is so much competition that this brand is floating in an ocean of wine producing companies with wines being considered not only of high quality but also very accessible (Esporão, 2014). This brought up a sizable problem: Monte Velho has become indifferent to consumers. In terms of life cycle, Monte Velho is, therefore, reaching the end of the maturity stage, and now has to refresh the brand or risk declining sales.

Chapter 2 - Literature review

Brand Management

To better understand what does brand management actually means, we should start by defining what the area of expertise it is included in, which is marketing. For Kotler (1999), it is a way in which the human and social needs are recognized and met. Other definition of marketing approved by the American Marketing Association, in July 2013, is that “Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large”.

Regarding the topic of "brand", it is quite interesting the fact that there is still the need to find a definition that experts can agree on, possibly due to difficulties in establishing metrics (Kapferer, 2009). One clear example is the debate between measuring a brand quantitatively (financial value of the brand), which the best example is to calculate its worth in monetary values; and qualitatively (Customer based-brand equity), which also may mean the power of the relationship with the brand, or brand knowledge (Keller, 2001). Although this topic might be a hot subject in the research community (Kepferer,

2009), there are several ideas that are more widely accepted including brand to be the feature of product supply differentiation and product quality assurance (Ciceo, 2013; Kotler & Armstrong, 2005; Kotler & Keller, 2006).

Attached with the idea of brands, comes attached several associations and connotations to the buyer (Hoeffler & Keller, 2003) and so brand equity can mostly be valued with how the consumers regard the brand and its nuances and, consequently, their purchases, this is, we value a brand equity when a client buys from a brand or not. According to Aaker, (1996) “brand equity is a set of assets (and liabilities) linked to a brand’s name and symbol that adds to (or subtracts from) the value provided by a product or service to a firm and/or that firm’s customers”. Furthermore, these variables may be arranged in four different groups: brand awareness, brand loyalty, perceived quality and brand association.

Brand Awareness

To Keller (1993), brand knowledge, which, as said previously, is the pillar to evaluate the customer based-brand equity, is based in two different terms: brand awareness and brand image. According to the author, brand awareness may be defined as the capability of a brand to be identified by a consumer in a wide range of occasions. This includes the brand recognition and recall effectiveness. To Aaker (1996), it is related to “the strength of a brand’s presence in the consumer’s mind”. For the author, there is another level of brand awareness which he believes it is important that is “top-of-mind” which is the first brand that comes to the mind of a consumer when he thinks of an area of business. A 1990 study has shown that brand awareness is a prevailing decision tactic especially to consumers who lack knowledge (Hoyer & Brown, 1990). Although this might be true, Aaker (1996) points out that there is a risky place where a brand can fall into

which is the “graveyard”. This is a mental place in which even though a brand has a strong brand recognition, it lacks recall. This means that a consumer will only be able to remember a brand if it has any kind of stimulus, whether by seeing its name or passing by a store. This may be a true problem that Monte Velho is falling into.

Brand identity

There are two brand management instruments for a label to be able to strive in today's market competition, which are brand identity and brand positioning (Kapferer, 2009), with identity being the base for positioning.

Even though there are some companies that use different terms for the same subject, which is the example of Nestlé, calling brand constitution to brand identity, this concept is the source of purpose and meaning of a label. This may include its core values and especially how does the brand wants to be perceived as (Aaker, 1996).

Going through literature we are able to note that several authors studied this topic, reaching different conclusions. Nevertheless, there is an idea that is transversal to the majority of academics which is the perception consumers have regarding the brand is highly influenced by the identity of the brand (Burmann et al., 2009).

From this subject, Kapferer (1986) arises a new concept of the “brand identity prism”. For the author, it is a way to analyze the brand. This prism consists of six pillars: physique, relationship, reflection, personality, culture, and self-image. The brand's physique is the physical attributes that first come to the consumer's mind when the brand's name comes up, and the basis of any brand. A relationship is how the brand behaves and the way it relates to consumers. Reflection regards the typical consumer of the brand. This may include but not necessarily be the same as the target segment. The personality is who the brand is. It is the traits that could be found in a human. The culture is the values in which a brand bases its actions on. This is able to make brands

strong and creating points of difference from the competition. Lastly, self-image is how the consumers perceive themselves through their relationship with the brand, that is, how a brand makes the consumer feel themselves.

Wine buying drivers

When buying a wine brand for the first time, consumers have to base their decisions on intrinsic and extrinsic elements that can be perceived without having opened the bottle (Atkin & Thach, 2012).

Extrinsic factors are the attributes that may be altered without influencing the true product quality itself. These traits may include price (Lockshin & Rhodus, 1993), advice from friends or salespersons or even the brand and packaging (Hall et al., 2004). Other studies, conducted by Perrouty, d’Hauteville and Lockshin (2006) found out that when clueless, the consumer will rely heavily on things like the region of origin. This is corroborated by Duhan, Kiecker, Areni and Guerrero (1999) which found out that the origin of wine is a quality indicator and can be a strong variable when purchasing wine. Intrinsic cues include grape variety, alcohol content, wine color, among others.

Another study has shown that wine consumers are giving more attention to images, convictions, and emotions with often substantial socio-cultural aspects of the wine (Vrontis & al., 2011). The study also recommends that brands would gain by enhancing the perception clients have towards it. Especially regarding small wine businesses, which usually own limited resources, marketing passes through “perception management”

Millennials and Wine Consumption

According to Howe and Strauss (2007), the millennial generation appears between the decades of 80 and 90. This is a generation with a very high buying power and they influence their families purchasing decisions. They can be characterized by their

lifestyle patterns, such as common interests, beliefs, values and behavior patterns. They are internet proficient, they search the internet for information and they tend to expect instant gratification. They are optimistic, they look for the fun, the adventure, but they are responsible. They believe in cultural diversity, they are worried about environmental problems and are socially involved. Some authors (Kuntsche, Knibbe, Gmel & Rutger, 2006) also consider that this generation recognizes that wine is a social drink and that they prefer to consume it when they are with their family or their friends, at home or outside.

Based on this profile, Barber, Dodd and Ghiselli (2008) refer that lifestyle wine marketing should highlight aspects such as: to be direct, transparent, organic products that are environmentally friendly, the use of modern websites and applications and information should be attractive and not very hard to access in mobile phones, video, or even podcasts. Millennials are curious and active, so it is important to show the production process of the wine from the grape to the bottle.

It is believed that they have, in general, less knowledge and experience when regarding wine. Although there are some *connaisseurs* among them, they have the tendency to rely very often on label descriptions and other sources, including journalists and wine writers (Chaney, 2000). It is also known that millennials tend to have a big interest in brands and value products with high quality, but they are as well worried about environmentally sustainable practices and prices that are fair (Moriarty, 2004).

Atkin and Thach (2012) found out that Millennials, being able to get information easier, have a significantly higher risk perception than older people and that may be caused due to the fact that the former segment has more concerns with making a mistake when choosing a wine. Nevertheless, the same study also revealed that the social benefit is greater to younger people when comparing to an older one.

Purpose of the study

It is well known that wine industry is looking for more shoppers (Tinney, 2006) and that millennials are a consumer segment that shows interest in wine (Thach, 2005). Thus, the first objective of this study is to identify the main components of wine consumption and purchasing behavior of the Portuguese millennials. The second aim is to know the attitudes of millennials towards a wine brand- Esporão's Monte Velho. It is convenient to look at the characteristics of the Millennial generation, as it suggests new marketing strategies to reach this large segment of people. So, the research questions are: 1) What is the consumption and purchasing behavior of Portuguese Millennial consumers? 2) What are their perceptions and attitudes towards the wine brand Monte Velho?

Chapter 3 - Methodology

This project consisted of a mixed methods research, with qualitative and quantitative methods. Mixed methods are able to mitigate the weaknesses of both research types and help to understand the research problem more completely and comprehensively (Borrego & Amelink, 2009, Kaplan, & Duchon, 1988).

Qualitative Research

Participants

It was carried out a convenience sample of 11 in-depth interviews (Appendix 1). The criterion to select the sample was to recruit participants truly interested in wine that had and had not drunk Monte Velho. The survey was then purposely designed to validate and quantify the perceptions of the interviewed people who have and who have not consumed the brand.

We had a total of 11 millennial interviewees divided between Monte Velho drinkers (6 respondents) and non-drinkers (5 respondents), with 6 males and 5 females. Relatively to academic status, 6 participants did not have a higher education degree and 5 did. A total of 5 participants were employed, 1 was unemployed, and 5 were students. The age range criteria was between 18 and 38 years old.

Interviews

To collect data, a depth interview was created with the purpose to investigate the ideas, and motivations of millennials towards wines. There was the need to have a 'deeper' understanding of these variables to better help to create guidelines to elaborate a questionnaire to gather data through quantitative methods (Eriksson, & Kovalainen, 2015). The interview structures was firstly piloted on several millennials before the collection of the proper data. This allowed us to find out if the structure was understandable and the research question answered. Afterwards, to establish if there was any changes to the interview structure required (Eriksson, & Kovalainen, 2015). Once the piloted interview had nothing to change we used it with the final sample. The length of interviews was, on average, about 30 minutes.

Prior to the interview, in order to the respondents understand what to expect, there was a concern to inform them about the study details and given assurance about some ethic principles, including anonymity and confidentiality.

Each interview dwell in two phases. The first one was dedicated to a starting open question: "Can you tell me about the last time you drank wine?". Topics like: Buying drivers, occasions, and usage of wine, were explored with the two samples (those who drank Monte Velho and those that did not). In the second phase, we wanted to know Millennials perceptions towards Monte Velho wines, since it was the brand of wine that

we wanted to analyze in more depth in this research. The image of the two bottles of Monte Velho (Red and White) were shown. The following topics for each image were explored: buying drivers, occasions, usage, brand image and gathering information about these two specific wines.

All the interviews were recorded and after a complete transcription of the tapes, a qualitative analysis of the answers was performed. For content analysis the texts were coded and categories of answers were obtained.

Quantitative research

Participants

Based on the results of the interviews, an online survey was created and shared (Appendix 4). The profile of millennial wine consumers was conceived from a total of 109 respondents to the questionnaire. Online distribution was chosen because it is easier to create and send. By reaching the target audience faster, this method increases its response rate, while getting real-time results for a quicker and easier analysis. It also reduces the research costs, the margin of error is greatly reduced, increases productivity by saving time and people are more likely to respond with honest answers and more flexibility (Saunders, Lewis, & Thornhill, 2012).

There were 44% women and 56% men respondents. In terms of their relationships the majority of participants were single (82.3 %). The age criteria range between 18 and 38 years old.

Questionnaire

For gathering quantitative data it was built a questionnaire that includes close-ended items. The data will then be statistically analyzed and the results collected in order to answer the research questions and to test the hypothesis (Malhotra, & Birks, 2006). The

section I of the questionnaire included 4 items with the objective to select the final sample of this study. In section II there was one question to measure the level of knowledge about wines of each respondent. Two questions were added to measure consumption wine habits. Five questions were included to measure purchasing wine habits. In section III of the questionnaire (case study), four images of four bottles of wine were shown in sequence asking the respondents to answer some questions about those specific wines. Regarding the brand Monte Velho, 5 more questions were asked about each bottle of wine: 1) One about visual and aesthetic attributes of the label; 2) One about visual and aesthetic attributes of the bottle; 3) One about the price; 4) One about the probability of buying that wine, and 5) one about suggestions to change something in the label and bottle. A final question was made to know how millennials get information about wines. In section IV, 3 questions were made about sociodemographic variables.

The completion of the questionnaire took about 6 minutes on average.

Chapter 4- Analysis and Discussion

Qualitative results

According to the research problems the interview has been divided into 3 groups of questions: 1) Socio-demographic profile of participants with the aim of characterizing the participants (Presented in methodology); 2) Consumption and purchase behaviors of participants whose results would help to better select and organize the questions for the survey; 3) Millennials perceptions towards Monte Velho wines, since it was the brand of wine that was under analysis in more depth in this research.

Consumption and purchase Behaviors of Participants in Interviews

Based on the results, the majority of Millennials noted that the wines they most frequently remember were the following brands: Cartuxa, Papa Figos and Monte Velho, and they expressed a preference for red wine. This recognition, that Aaker (1996) calls top-mind-awareness, confirms that the respondents in some way, have previously been exposed to those brands. Nevertheless, although they remembered those brands, this does not mean that they prefer those brands.

When asked about factors to drink or buy a wine, the majority of millennials (8 participants) said that a family member first introduced them to wine and 3 respondents noted they were first introduced to wine by their friends. They drink and buy wine especially for particular situations and when dining out with friends “ *...I drink wine when I'm going out with friends. I usually buy wine when I am invited to dinner at someone else place, or when I invite someone to dinner*”. The WHAT and WHY for buying a brand are key elements for wine marketing. People create brand ideas from the contact they have with it such as advertisements, family and friends suggestions, and other experiences. When they want to buy, those ideas are imperative since they form the basis of the purchase (Elzinga, Mulder, & Vetvik, 2009). So it seems that for these Millennials, they drink and buy wine because their relatives or friends proposed it, especially they drink out of home, “*...my father let me try his wine.*”, “*My girlfriend and I drink wine when we get together*”. These factors and reasons are presented independently if they are Monte Velho's consumers or not. But those who consume the wine say that the first time they drank it, it was with friends and out of the home, during the evening “The first time I drunk Monte Velho I was in a party”. Both samples like the packaging (bottle), “*The bottle is very pretty*”; “*Looks very elegant and mature*”. And those who did not consume the wine were more critic about changes to introduce in the bottle. They preferred a more

colorful bottle and a label with a different font "*...I would prefer if the label was white*"; "*It (bottle red wine) just looks a little traditional I preferred it red and black, kind of romantic, and open colors.*"; "*The bottle looks like it is too serious*".

Hypotheses

Based on the literature and from the results obtained in the qualitative research study we identified some hypothesis:

- (H1) The millennial generation is more wine consumer than wine purchaser.
- (H2) The social gathering is the most important situation that leads millennials to purchase and drink wine.
- (H3) Color and price are the most crucial factors when millennials purchase wine.
- (H4) Millennials consider that there are different people profiles for those who drink red and white Monte Velho wines.
- (H5) Millennials who consume Monte Velho have a more favorable perception of these wines than those who do not consume it.
- (H6) Millennials have a positive perception of Monte Velho red and white wines namely about the labels and bottles, price and purchase probability, whether or not they are consumers of those wines.
- (H7) This perception is different from red and white wine.
- (H8) This perception is different from consumers and non-consumers.

Millennials perceptions towards Monte Velho Wines

Millennials interviewed were familiar with the brand Monte Velho and those wines were clearly recognizable amongst all of them even among the ones that have not tried

the wine. When asked about factors to buy these wines price (10 participants), color (8 participants) and region of origin (8 participants) were the themes that must come out during the interviews. They are decisive variables when millennials chose the wine they want to purchase. Overall, millennials show more positive opinions about the bottles but when given a choice to change something, 2 consumers and 4 non-consumers would choose to change price and 9 of them in each group would change details in the label like font and color.

Quantitative results

Consumption Behavior

A pair of questions in the survey asked about millennials' consumption behaviors and their knowledge about wine (Hypothesis 1)

The first question was asked to be able to understand how much knowledge respondents believe they have regarding wine.

The results show that only 2.8% of the sample indicated having an advanced knowledge of wine. In the other side of the spectrum, roughly 14.7% noted they did not know much about wine. In general, the big share (81.6%) of respondents believe that their wine knowledge is in the basic or intermediate level. Millennials belong to a curious generation. They are the Internet generation, crucial during the phase when consumers seek information and recommendations (Howe & Strauss, 2007). Digital assets such as websites about wines allowed millennial consumers to get information about the brand. So it is natural that they feel they have some knowledge about wine.

More than 60% of the sample said that they usually drink wine at least once a week or even several times a week. Moreover, when asked about in what situation they drink wine, 52.6% stated they did it with friends and after dinner (26.6%). They think they

know about wine and a big percentage consumes it. These results are according to the Portuguese tendency of the last years. In 2018 the IVV refers to an increase of bought wine comparing to previous years. To drink wine seems to be a social behavior for this sample of millennials. They like to drink wine particularly with friends and relatives and not only pairing with food. One reason for this behavior is the fact that young people generally go out more. Consequently a bigger fraction of their disposable outcome is spent on social meetings outdoors. This is an age effect (Teagle, Mueller, & Lockshin, 2010).

Purchasing behavior

Contrary to their high consumption frequency, the sample do not purchase wine very often (Hypothesis 1). About 60% revealed that they only buy wine once a month or just on special occasions. Only 33% of respondents purchase wine once a week.

When asked about in what situation they usually purchase wine, over 50% reported that they do it when they are going to meet with friends. On the other hand, roughly 19% of the millennials noted they purchase wine for special occasions. Interesting is that about 18% of the sample indicated they purchase wine to drink daily.

Moreover, when asked about where they usually purchase wine, more than 90% stated the large commercial areas and only 3.7% revealed the wineshops as being their favorite location to buy wine.

Furthermore, a ranking question was asked in order to understand the drivers level of importance that motivate participants into buying one wine over another (Hypothesis 3). The factors Colour, Price, and Region of Origin all captured the majority of 1st, 2nd and 3rd rankings. It was revealed that the label and brand are not as important variables, which suggests that these millennials are not motivated to purchase a bottle of wine based on label or brand.

Afterward, respondents were asked about their preference between new or known wines, in which the big shunk of the sample (70.6%) revealed they usually choose known wines, while only about one-third indicated they prefer new wines (29.4%).

Based on these results the Hypothesis 1, 2 and 3 are confirmed.

Bottle wine perception - Survey images

In this subchapter it is going to be discussed how millennials perceive 4 different wine bottles (Bottle 1, 2, 3 and 4).

Respondents are more familiar with Bottles 3 and 4 (91.7%). However, just 45.9% of respondents already consumed the wine of the bottle 4. The wine more consumed by respondents is the wine from bottle 3 (85.3%).

They were also asked about what they think the attributes of a person that would consume this brand of wine would be (Hypothesis 4). The level of classification of each attribute was measured by a 5-point scale, where 1 corresponds to a low rating and 5 to a high rating in each attribute. The results are presented in Table 1.

Table 1.
Means on all attributes for each Bottle

Person attributes	Bottle 1 <i>M</i>		Bottle 2 <i>M</i>		Bottle 3 <i>M</i>		Bottle 4 <i>M</i>	
Wine knowledge	3.57	2 nd	3.61	1 st	3.19	4 th	3.04	5 th
Age	3.68	1 st	3.34	2 nd	4.12	2 nd	3.16	1 st
Economic Status	3.48	3 rd	3.29	3 rd	3.98	3 rd	3.06	4 th
Professional Status	3.24	5 th	3.24	5 th	4.7	1 st	3.10	2 nd
Cultural Status	3.31	4 th	3.29	3 rd	3.09	5 th	3.09	3 rd
Academic Status	2.83	6 th	3.01	6 th	2.92	6 th	2.90	6 th

From Table 1, it can be seen that there are different profiles for the different bottles. Nevertheless, there are more similarities between bottles' profiles 1 and 2. There is consonance among respondents that people who drink those wines have an Academic Status not as high. It is the attribute with the lower rating for all bottles. If we compare the bottles 1, 2 and 3 (Red wine) we verify that respondents do a profile quite different from bottle 3 and the others (1 and 2). For bottles 1 and 2, the values are more heterogeneous and the difference between the highest and lowest values are respectively 0.85 and 0.60. In regards to bottle 3, it is a red wine, and it is the only wine with values above 4 points. It seems that millennials consider this wine for people with high professional and economic status and not very young. All the classifications for bottle 4 are around the midpoint (3) and values are homogeneous (the difference between the high and low value is 0.17).

Statistically, there are significant differences for each attribute among the 4 bottles. Hypothesis 4 has been confirmed.

Perceptions towards Bottles 3 and 4

Based on the research problems we wanted to analyze millennials perception of Monte Velho Red (3) and White (4) wine bottles to explore variables like design attributes, attractiveness quality, price, purchase probability and possible changes in the bottle (Hypothesis 5).

The highlighted means indicate that the respondents consider the label design of the bottle of white wine (bottle 4) more modern, funny, exciting, clear and colorful than the label of the bottle of red wine. These results reveal that millennials appear to have more

positive impression regarding the label design components of the bottle of white wine. Hypothesis 5 has been confirmed.

Considering whether the respondents already drank or did not drink the wine under study, we noticed some statistically significant differences between these two samples, regarding the design attributes (Hypothesis 6). For Monte Velho red, it is verified statistical differences in two design attributes: Modern vs Traditional: $t=3.822$; $p=0.003$; consumers consider that the design is more traditional ($M= 3.29$) than non-consumers ($M= 2.19$); Funny vs Serious: $t=2.270$, $p=0.035$; consumers consider that the design is more serious ($M= 3.61$) than no consumers ($M= 2.94$).

For Monte Velho white, it is verified statistical differences in four design attributes: Modern vs Traditional: $t=3.075$; $p=0.003$; consumers consider that the design is more traditional ($M= 3.09$) than non-consumers ($M= 2.20$); Funny vs Serious: $t=2.227$, $p=0.028$; consumers consider that the design is more serious ($M= 3.43$) than non-consumers ($M= 2.87$); Elegant vs Tacky: $t=2.147$; $p=0.034$; consumers consider that the design is more tacky ($M= 2.48$) than non-consumers ($M= 2.00$); Colorful vs Dark: $t=2.199$; $p=0.033$; consumers consider that the design is darker ($M= 2.69$) than non consumers ($M= 2.20$).

Next, consumers were asked about the attractiveness of these two particular bottles of wine. Respondents expressed similar opinions about the attractiveness of the two bottles, ($M=3,58$ vs $3,59$) but they perceived bottle 3 more attractive ($M= 3,68$ vs $3,46$) and more desirable ($M= 3,47$ vs $3,35$)

Relatively to Attractiveness attributes when compared, consumers and non-consumer respondents did not show statistical significance differences between them.

When asked about how much they think this two wines will cost, over 80% noted that they cost less than 10 euros. Furthermore, we asked about the probability of buying these products at that price, 78% noted they would buy the red wine (bottle3) and 55% of respondents said they would buy the white wine (bottle 4).

The results presented here allowed us to confirm the hypothesis 5, 6, 7 and 8 that the millennials have favorable attitudes towards Monte Velho wines, and more favorable for the white wine, especially non-consumers.

Nevertheless, when participants were asked to mention some changes in these bottles of wine that make them buy it, they added some suggestions (Table 2).

Table 2. Changes that make the respondents buy the bottles of wine

	Bottle 3 (red wine) Percentage	Bottle 4 (white wine) Percentage
Logo	18.3	11.8
Label format	14.5	15.3
Color	41.2	27.3
Font	25.5	24.6
Bottle type	21.1	9.0
Content of information	40.0	32
Other:		
Font color	4.6	
Price	1.8	9.9

As we can see in Table 2 the total percentage mentioned is more than 100% due to the fact that participants could choose more than one option. Respondents suggest more changes in the bottle 3 (red wine), namely in color, content information and font. For the white wine changes suggested are fewer but especially in color and font.

Finally, respondents indicated the sources from which they learn about wine: from family members, friends, and wine shops.

Chapter 5 – Conclusions and recommendations

From the results of this study, it is noticeable that this millennial sample appears to be more consumer than purchaser and, when they do it is due to social reasons, that is, being with friends or family. The literature confirms this, concluding that this generation sees wine as a social drink (Kuntshe et al., 2006).

In terms of purchase behaviors, millennials consider color, price, and region of origin the biggest drivers that influence them to buy a certain wine, as also concluded by other authors (Duhan et al., 1996; Moriarty, 2004; Perrouty et al., 2006).

Regarding Monte Velho, the participants consider that the red wine is more suitable for older people with higher professional and economic status and with higher wine knowledge.

When comparing consumers and non-consumers, it is noticeable some discrepancies of ideas. Non-consumers of red and white wine consider that Monte Velho is a traditional and serious drink, whereas consumers are not as extremists. In general, all the sample believes that the bottle and label are attractive. In terms of price, non-consumers believe that the wines are more expensive than those who actually have purchased and consumed the wine. Consequently, the study shows that consumers are more available to repurchase the wine than those who have not tried it yet.

Besides this, there are 3 main changes that the bottles of Monte Velho should suffer: the label color, the content of information and the font.

Recommendations

From the discussion, it is possible to purpose some guidelines to Esporão, SA regarding its wine Monte Velho. There are two main roads that the company can choose from.

In one hand, if they want to target this segment there are some changes in Monte Velho brand identity that should change, especially, and regarding Kapferer's prism, the brand physical attributes. The sample perceives the label of Monte Velho red too dark and old-fashion. Monte Velho white is also considered having the same issues, except being too dark. However, it is also recommended to recreate a new label with more vivid colors and a more modern font like the former one. Besides this, it is also proposed to change the content of information. Not considering themselves wine experts, millennials have the necessity of having more information on the label to better understand what they are buying. Furthermore, as millennials see wine as a social drink, a new personality and relationship must be built. Monte Velho should transmit a new younger atmosphere, giving a strong importance to the relations between friends and family.

On the other hand, it is recommended a new strategy from Esporão, SA. In fact, millennials see the brand as a brand of their parents. Having that into consideration, perhaps it is best for the mother brand to create a wine that better targets the segment in the study and invest in research in how to better target older segments, which are the biggest share of Monte Velho sales (Esporão, 2014).

Limitations

There are some limitations to this study. Firstly, it regards the in-depth interviews. Since the target population claimed to know little about wines, there was sometimes the need to proactively ask questions that were expected to emerge spontaneously throughout the

interview in order to be able to maximize the information obtained. Furthermore, the sample was of convenience which might be non-representative.

Besides this, the sample from the interviews and online survey could also be bigger, to reach more precise results.

Future Research

To future research, it is strongly recommended to study the best ways to promote wine to millennials. This is important due to the fact that this is a specific segment of specific needs and specific wants. Also, as said above, Esporão might find interesting the study on how to better target older segments, since this is the biggest segment that buys the wine, and which are the ones who are purchasing gradually less.

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Appendix

Appendix 1: Interview Guideline

Warm-up

Good morning / afternoon / evening. My name is Manuel Maria and I'm currently a student at NOVA School of Business and Economics doing my masters. In this course, I am conducting a research related to the consumption of alcohol, particularly wine. For this purpose, I would like to interview you for approximately 45 to 60 minutes. This implies that after a few short filter questions, we start an in-depth interview, which means that I will start out by asking you a broad question to which you are free to say whatever comes to your mind on the subject. There are not right or wrong answers to that or other questions that may arise. Just before we start, I must ask you a couple of questions to your profile. For the purpose of analyzing our interviews later, I would like to record our conversation – would that be ok? It will remain anonymous and you will not be contacted further past this interview.

F1. Have you been living in Portugal for the last 3 years?

Yes [GO TO NEXT QUESTION] No [THANK FOR TIME AND FINISH INTERVIEW]

F2. Were you born between 1980 and 2000?

Yes [GO TO NEXT QUESTION] No [THANK FOR TIME AND FINISH INTERVIEW]

F3. Did you buy and consume wine in the past 3 months?

Yes [GO TO NEXT QUESTION] No [THANK FOR TIME AND FINISH INTERVIEW]

F4. Did you buy and consume Monte Velho in the last 6 months?

Yes [START INTERVIEW TARGET A] No [START INTERVIEW TARGET B]

. [DO NOT READ!] TARGET DEFINITION

LOGIC	TARGET	MARK (check the box)
F1= Y and F2= Y and F3=Y and	then TARGET = A – Monte Velho Wine buyers and consumers	
F1= Y and F2= Y and F3=Y and	then TARGET = B – Other Wine buyers and consumers	

ALL TARGETS – BRAND AWARENESS

Please tell me the brands of wine you remember more easily:

1st (top of mind)

2nd

3rd

4th

5th

Please mark here [SHOW APPENDIX 1.1] the brands you remember seeing before, and the brands you remember trying before.

In-depth interview – Starting question

I will now ask a broad question. Please feel free to say everything that comes to your mind related to this topic, and to pause if necessary to collect your thoughts before exploring the question further.

Target A – Monte Velho consumers

Can you tell me about the last time you drank Monte Velho wine?

Target B – Other wine consumers

Can you tell me about the last time you consumed wine?

TOPICS TO EXPLORE

BUYING DRIVERS

Region of origin

Price

Past experience with the brand / wine

Promotions

Label attractiveness

Type of grape

Year

Type of wine

Alcohol content

Packaging

Friends recommendations

Bartender recommendations

Taste

Brands purchased for home consumption (when applicable)

Brands consumed

OCCASIONS

Occasions to drink at home

Occasions to drink out of home

Drink while eating

Drinking time

USAGE

Frequency

Volume bought

Channel of purchase

Mode of consumption

BRAND IMAGE OF WINE BRANDS

Awareness of wine brands

Brand image of recalled wines

NEWS AND MEDIA CONSUMPTION

Importance of reviews on choosing a bottle of wine or other alcohol

Source of reviews and information on wines

Time spent on social media

Types of social media

Engagement on social media with brands

Recall of advertisements to wines

Packaging perception

[SHOW IMAGE OF RED WINE MONTE VELHO RANGE] This is a picture of different Monte Velho wines currently available in the market. What do you think about the packaging? What do you like and dislike? [GIVE SOME TIME TO ANSWER, THEN PROCEED] Who do you think is the typical consumer of these wines? [EXPLORE: Men or women? Age? Prof occupation? Lifestyle?]

[SHOW IMAGE OF WHITE WINE MONTE VELHO RANGE] This is a picture of different Monte Velho wines currently available in the market. What do you think about the packaging? What do you like and dislike? [GIVE SOME TIME TO ANSWER, THEN PROCEED] Who do you think is the typical consumer of these wines? [EXPLORE: Men or women? Age? Prof occupation? Lifestyle?]

What would you recommend to change in the image if Esporão wanted to target younger people with Monte Velho?

Wrap - up

For the purpose of characterizing the whole sample of respondents, could you just indicate the following:

Age (in years):

Nationality:

Gender: _

Education | Educação [SHOW LIST]

_ Can't read / write | Não sabe ler nem escrever/Analfabeto

_ Less than 4th grade | Primária incompleta / Sabe ler/escrever sem ter completado a primária

- _4th grade | Primária Completa
- _6th grade | Ciclo Preparatório (completo)
- _9th grade | 9º Ano unificado ou antigo 5º ano dos liceus (completo)
- _11th /12th grades | 11º / 12º unificados ou antigo 7º ano dos liceus (completo)
- _Professional or Arts Degree | Curso profissional / artístico
- _Incomplete undergrad | Curso médio / frequência universitária / bacharelato
- _Undergrad in Nursign, Social S ervices, C hildcare, Primary S chooling, Tourism, Secretariat, Accounting, Archiving | Licenciatura em Enfermagem, Serviço Social, Educador(a) de Infância, Ensino Primário, Turismo, Secretariado, Contabilidade e Documentação
- _Other undergrad programs | Restantes Licenciaturas
- _Pos t-grad or Masters | Mestrados/Pós Graduações
- _PhD | Doutoramento

Occupation | Ocupação [SHOW LIST]

- _GO1 – Middle and Top Management | Quadros Médios e Superiores
- _GO2 – Specialized Technicians and Small Business Owners | Técnicos Especializados e Pequenos
- _GO3 – Employees of Tertiary Sector | Empregados dos Serviços / Comércio / Administrativos
- _GO4 – Qualified / Skilled Workers | Trabalhadores Qualificados / Especializados
- _GO5 – Unqualified / Unskilled Workers | Trabalhadores não Qualificados / não Especializados
- _GO6 – Retired / Unemployed | Reformados / Pensionistas / Desempregados / A viver de rendimentos
- _GO7 – Students| Estudantes
- _GO8 – Housewives | Domésticas

Thank you very much for your time and feedback – your opinions are really important to make improvements and we value them a lot! Have a great day!

Appendix to Interview Guide 1.1 - Wine Brands

Mark with an X where applicable.

	I have seen this brand before	I have consumed this brand in the past 3 months
Adega de Pegões		
Aveleda		
Barca Velha		
Bridão		
Cabriz		
CARM		
Dona Ermelinda		

Duorum		
Esporão Reserva		
Esteva		
Lagoalva		
Mateus Rosé		
Meandro		
Monte Velho		
Niepoort		
Papa Figos		
Paulo Lauriano		
Pêra Manca		
Quinta da Alorna		
Quinta do Valado		
Vila Real		

Appendix 2 : Example of one interview

Q - Interviewer

A - Interviewee

Q- Good afternoon. My name is Manuel Maria Martinho and I'm currently a student at the NOVA School of Business and Economics doing my thesis. In my thesis, I am conducting a research related to the consumption of wine, particularly Monte Velho.

For this purpose, I would like to interview you for approximately 30 to 45 minutes. This implies that after a few short filter questions, we start an in-depth interview, which means that I will start out by asking you a broad question to which you are free to say whatever comes to your mind on the subject. There are not right or wrong answers to that or other questions that may arise.

Just before we start, I must ask you a couple of questions to your profile. For the purpose of analyzing our interviews later, I would like to record our conversation – would that be ok? It will remain anonymous and you will not be contacted further past this interview.

A- Sure!

Q- So, have you been living in Portugal for the last 3 years?

A - Yes.

Q- Were you born between 1980 and 2000?

A - Yes.

Q- Did you buy and consume wine in the past 3 months?

A - Yes.

Q - Did you buy and consume Monte Velho in the last 6 months?

A- Yes, all the time.

Q - Which wine brands firstly comes to your mind?

A- Monte Velho, Alvarinho, oh no, not Alvarinho, Muralhas de Monção, Cartuxa. These are the ones that come up firstly. Oh and Cistus!

Q- I will show you several brands in this paper and I want you to tell me which wine do you know, and which ones have you consumed in the last three to six months?

A- Cabriz, CARM, Dona Ermelinda, Esporão Reserva, Mateus Rosé, Monte Velho, Papa Figos, that I like a lot, Quinta da Alorna is also not odd to me.

Q- And have you drunk one of those that you said?

A- Yes, I have drunk Mateus, Cabriz, Monte Velho and Papa Figos.

Q- Alright this was just the first questions.

Q- Now, the next question you can talk whatever you want to say, there are no right or wrong answers, because even if you say something that is “politically incorrect” we need to know to use it as an insight. So my initial question is: try to remember the last time you drunk Monte Velho and I would like you to explain me in what occasion, why Monte Velho, with whom. Basically the context.

A- ok, the last time I drunk was in my place. We have the habit of having wine bottles at home. I live with colleagues. Italians. The italians are big fans of Monte Velho. They really enjoyed it. Usually we have the red one. Thats the one we usually drink. It was the end of the evening, we wanted to relax and so we drunk Monte Velho. Usually we vary, but we end up to return to Monte Velho because its the best quality-price ratio. It was a relax moment, talking with each other. It was not to drink “at dinner”. It was after drink, to relax and to talk.

Q- So you say you usually drink Monte Velho at home, so you usually purchase Monte Velho?

A- Yes, sometimes it is me, sometimes are them. It takes turns.

Q- So, my question is easy: Why Monte Velho?

A- There are some wines in the same price level. But, to me, I don’t say I am super expert, but when I drink Monte Velho it just tastes nice. I don’t have that dry mouth feeling. It is very good with food pairing, with cheese and meet. The taste is the major thing.

Q- How made you choose Monte Velho over another, the first time you have picked one to buy? Because in supermarkets you can’t have the access to the taste.

A- Wines below 2 euros are just bad. 3, 4, 5 it is a level I want to buy. I know that for example Papa Figos is a little bit more expensive but ok. I usually see if the wine is at promotion. Lowers the prices, I pick it up to try it. Price relates a little bit with the quality. However, some more expensive ones leaves the mouth dry. It was from Évora... oh Cartuxa!

Q- And besides price?

A- Ok, usually I go for a wine that I heard someone talking about. “Quinta da Aveleda I didn’t like”. Maybe I don’t go for this one then. But if someones says “I really liked Cabriz, I don’t know”. Then I also want to try it out, to see if they are right.

Q- So... recommendations..

A- Not from everyone! If I don’t like the taste of someone I don’t buy. They have to have some kid of credibility. Then I try and I see for myself.

Q- What about the imagery? Is there something relevant?

A- The images is more irrelevant. The label? The bottle image? If it is sloppy.. If they are sloppy doing the label, maybe they are also sloppy doing the wine inside the bottle. I like to minimal presentation. Even minimalist! This is an unconscious decision, but more in that direction. I really Diálogo's image. It is really pretty. Papa Figos also. Monte Velho is clean and simple but shows good taste.

Q- Anything else?

A- Not much. I don't really care about other variables. I don't have a lot of expertise. I do not give a lot of importance to other variables than those that we just talked.

Q- You talked about friend's recommendations. What about advertisement?

A- I don't really care. Totally irrelevant. Maybe it would lead me to taste for the first time, but not repurchase. But for example, Mateus Rosé took me awhile to taste it, even with the tv commercials. And afterwards I din't even liked the wine.

Q- Ok, now I'm going to ask a little bit more direct questions. So we talked in here that wine is more than an alcoholic drink, it has a lot of variables: region, time in the bottle, harvest year, and even if it comes in bottle or bag-in-box.

A- Oh let me just tell me something, regarding region, when buying red wines I usually go for Alentejo, and green and white wines of the northern region. If I see a wine from Setúbal, I don't even wanna try it. In that regard, I sometimes see that to have some kind of notion on I'm going into.

Q- Alright! So now I would like you to look at this picture (of Monte Velho red) and give me your first opinions that come up to your head regarding the image.

A- In general I do like it. I like the way the grape varieties are visible. Being from Alentejo.... I like the label. It is simple, the essential is there. I like the color choices. Everything is fine.

Q- I would now wanted you to look at the white one (show second picture). It is a little bit different, but tell me what you think.

A- Ok, regarding the image... white is not bad... However, I would choose a color closer to the bottle colour, like the red one. Needs uniformity. But I understand it need it to highlight a little bit, but the colour choice inside is enough to exist an highlight. The lower dark Esporão logo... it is not bad but I would prefer there was not such big difference. It needs uniformity. But I like the labels. I prefer the red one but the white is also very very good.

Q- Now I would like you to look at both images and tell me what type of people drinks one and the other in term of age, gender, lifestyle...

A- hmmm. Following stereotypes, the red one for the 30's 40's years old, majority males to dinner at home with the family, something intimate. The white for women. To those of 20 and 25 years old. Younger people don't drink a lot of wine. Maybe 25 and above. More women in moments of party. In a dinner or lunch with friends. Usually women prefer white wines and red. Also the image. Men usually don't care about the

image. The white one is not feminine but I can understand why women would prefer this one. The golden features...

Q- Ok, good. So, for the last question. Looking at both images, I would like you to say me what would you change in the image if we wanted to “capture” younger consumers.

A- Ok, in the white one I would not change a thing. In the red one, although I really like the label I can understand it is a little bit heavy. Maybe a more vivid color. Some red to catch an eye. Yes, red it would be really good in here. Even if was in the font, for example. Other things I think it is all right.

Q- Ok, anything else?

A- No.

Q- Ok just to register: what is your age?

A- I’m 27.

Q- You are Portuguese.

A- Yes!

Q- Female.

A- Yes.

Q- Taking your post-graduation, right?

A- Yes!

Q- But you are studying and working at the same time?

A- Exactly!

Q- Alright. I would really to thank you for your insight. It will help me great in my thesis.

Appendix 3: Interview Grid

Subjects	Diogo	Cátia	Bruno	Miguel	Pedro	Nicole	Guilherme	Verginie	Pedro	Rita	Sandra
Q1.1 - Have you been living in Portugal for the last 3 years?	yes	Yes	yes	yes	Yes	Yes	yes	yes	yes	yes	yes
Q1.2 - Were you born between 1980 and 2000?	yes	Yes	yes	yes	yes	yes	yes	yes	yes	yes	yes
Q1.3 - Did you buy and consume wine in the past 3 months?	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes
Q1.4 - Did you buy and consume Monte Velho in the last 6 months?	no	Yes	No	yes	yes	yes	yes	no	yes	no	no

Subjects	Diogo	Cátia	Bruno	Miguel	Pedro	Nicole	Guilherme	Verginie	Pedro	Rita	Sandra
Q2.1 - Please tell me the brands of wine you remember more easily.	Cartuxa, Elan, Esporão Reserva, Quinta de Cabriz, Vidigueira	Papa Figos, Mula Velha, Lua Cheia, Pancas	Reguengos, Pera Manca, Adega de Borba, Quinta da Alorna	Esporão Reserva, Esteva, Mula Velha, Duas Quintas	Cartuxa, Eugenio de Almeida, Marquês de Borba, Monte Velho, Elan, JP	Monte Velho-Muralhas de Monção, Cistus	Guarda Rios, Cartuxa, Sete Quintas, Diálogo, Tons	Papa Figos, Mundus, Quinta do Lombo, JP, Diálogo	Monte Velho, Montes Ermos, Vale Meão, Chaminé, Cartuxa, Porta da Ravessa, Porca da Murça	Monte Velho, Muralhas, Planalto, Dona Ermelinda, Papa figos	Herdade dos Grous, Quinta do Lobazinho, Quinta da Silveira, Ervideira, Esporão
Q2.2 - Please mark here the brands you remember seeing before, and the brands you remember trying before.	Cabriz, Mateus Rosé, Monte Velho, Esporão Reserva	Cabriz, Mateus Rosé, Monte Velho, Esporão Reserva	Mateus Rosé, Monte Velho, Esporão Reserva, CARM, Cabriz	Monte Velho, Dona Ermelinda, Papa Figos, Pera Manca, Cabriz	Barca Velha, Cabriz, Dona Ermelinda, Esporão Reserva, Esteva, Lagoalva, Mateus Rosé, Monte Velho, Papa Figos, Quinta da Alorna, Pera Manca	Cabriz, CARM, Dona Ermelinda, Esporão Reserva, Mateus Rosé, Monte Velho, Papa Figos, Quinta da Alorna	Adega dos Pegões, Velela, Cabriz, Dona Ermelinda, Duorum, Esporão Reserva, Monte Velho, Papa Figos, Quinta do Valado, Meandro	Aveleda, Dona Ermelinda, Papa Figos, Quinta do Valado	Dona Ermelinda, Duorum, Esporão Reserva, Monte Velho, Papa Figos, Quinta do Valado	Veleda, Barca Velha, Cabriz, Duorum, Esporão Reserva, Mateus Rosé, Papa Figos, Quinta do Valado, Meandro	Adega de Pegões, Aveleda, Barca Velha, Bridão, Cabriz, CARM, Dona Ermelinda, Duorum, Esporão Reserva, Esteva, Lagoalva, Mateus Rosé, Meandro, Monte Velho, Papa Figos, Paulo Laureano, Pera Manca, Quinta da Alorna, Quinta do Valado

Subjects	Diogo	Cátia	Bruno	Miguel	Pedro	Nicole	Guilherme	Verginie	Pedro	Rita	Sandra
Q3.A - Can you tell me about the last time you drank Monte Velho wine?	-	Does not appreciate a lot Alentejo's wines. It is not one of her favorites. Appreciates the flavor. It was in a friends' dinner at home. Too acid. Prefers douro's wines because they are softer. He bought the wine to taste. It was not that expensive. He prefers economic wine for this type of dinners. For a more romantic dinner she would buy a more expensive wine. Friends already talked about Monte Velho. The bottle draw attention to it. Not the first time drinking Monte Velho. Believes that "Does not dry too much the mouth". Likes fruity wines. Prefers red wine. The amount of alcohol in the wine does not matter. Does not understand too much of wine in general. Food pairing is important. Does give importance to advertisement. Discounts are more a less important. The region is very important	-	Drank in a friends' dinner. It was a wine with a "good name" The quality-price ratio is very good. Red wine. The region is very important. Being from the Esporão umbrella draws more attention. Promotion is important. He likes to drink Monte Velho at home after a day of work It is important to have advertisement	Party in a friend's house. It is easy to drink. The food pairing is important. The wine needs to "breathe" a little. it has woody notes. It is not an heavy wine. The price is one of the most important variable when buying. The first smells are very important. There is the need for a little bit acidity. Likes wines quite heavy. The grape variety is important when choosing the wine. Friends recommendation is also important . But also the bottle presentation is important	Have the wine at home. Share with flatmates. Italian friends like Monte Velho a lot. Red Monte Velho. End of the evening. Usually consumes Monte Velho. Drink when wants to take a break. Price-quality is one of the best. Monte Velho does not make the mouth "dry". The taste is very good. The price is very important. Usually gets the promotions. Friends recommendations are important. As she does not know a lot about wine there are many variables that she does not care when choosing the wine	Lunch with family. The father usually chooses the wine. Likes to drink new wine brands. Prefers labels simple. Prefers white labels. Does not like really cheap wines. Region is very important. Likes labels with family crests. The name is also important. Prefers red wine. Drinks wine for quite some time	-	Drank in a book launch party. He chooses labels with originality. Uses the internet to get some reviews before buying the wine. He prefers more modern type of labels. Name can be very influential. Prefers cheap wines. Drinks wines that already drank. Prefers red wine. Misses wine advertisement	-	

Subjects	Diogo	Cátia	Bruno	Miguel	Pedro	Nicole	Guilherme	Verginie	Pedro	Rita	Sandra
Q3.B - Can you tell me about the last time you consumed wine?	At a Birthday party. Prefers red wine. Prefers Douro wines. Prefers wines with body. Buys because already tasted. Friends Recommendation. Does not care about the label. Gives importance whether it is Reserve or private selection for example. Gives importance to the region. It is important the food pairing. Considers that there is a lack of advertisement		Drank in a family dinner at a restaurant. Chose the “house wine”. Likes to try new wines. Try not to repeat previously drank wines. Price is very important. The waiter recommendation is very important. Usually drinks at meals and special dates. Tastes a lot of wines before choosing one that really enjoys. He is not risk averse. Price is very important					Drank in a party with friends. She is very influenced by other peoples’ opinion when choosing. The price is quite important when buying the wine. Sometimes she buys to offer and does not like to offer really cheap wines. Prizes can help in the process of choice too. Prefers white wine.		Drinks wine with boyfriend. Uses wine apps like “vivino”. They taste the wine and then give feedback. Discounts are quite influential. Description can help her as she is not knowledgeable. Prefers to buy already known wines. She gives a lot of attention to friends recommendations. She is risk averse. Buys in supermarkets only. Prefers white wine. Also like to drink wine with friends	Drank a white and red wine. Business friendly dinner. The wines were taken by her to the restaurant and not bought there. Brought the wines due to the fact that she really likes the wines. Wanted to recommend to the people that she was dining with. Likes to experiment new wines. But she has some safe choice bases. Different occasions asks for different types of wine. Price is also an important variable. The label draws attention. The label must be different from the others. Sometimes there are wines too expensive. She is not very influenced by advertisement

Subjects	Diogo	Cátia	Bruno	Miguel	Pedro	Nicole	Guilherme	Verginie	Pedro	Rita	Sandra
show image of Monte Velho Red wine. Q4.1.1 - This is a picture of different Monte velho wines currently available in the market . What do you think about the packaging? What do you like and dislike?	Appealing image, simple and with dark colors. It has all the info necessary. It suggests a wine with class	It is exquisite. The image is very important. The bottle is very elegant. Prefers the red wine bottle as a whole	What is written in the label is very important. All that he needs to know is there. Does not have many images	The label is too dark.	What draws the attention is the upper Esporão logo. Grape varieties being on the front is important. It is not a flashy bottle. Esporão umbrella is also important.	Likes that grape varieties are visible. Simple label. Likes the colors in general	“Looks like a olive oil bottle”. Likes the varieties on the front. Too dark.	It is too dark. Likes the upper logo. Likes to have the varieties on the front. Thinks that they are giving more importance to the grape variety then the name	The name “Monte Velho” is not in a usual place. The name should come first. Likes the colors mix	It is too dark. “Wine to old people”	She likes the color mixing. Creates an intimacy environment
Q4.1.2 - Who do you think is the typical consumer of these wines?	Males. 40 to 60 years. Have more wine knowledge and more purchase power	People that know wine. 40 year old women. People that really like wine	Family person. Male	Man drink more red wine. The red wine is drank dependently of the season. Nowadays more younger people are able to drink red wine. Usually drank in more formal dinners. Red wines need food pairing	Older people buying in wine stores	30 upwards years old Male drinkers. Dinners with family. There is some intimacy	The italic in the font is for elder people. Grandparents wine brand	It is not brand for a young generation. It is a wine for my father	Younger generation would buy this wine	Wine to elder people. Name might frighten younger people	Everyone can drink Monte Velho. Daily consumption

Subjects	Diogo	Cátia	Bruno	Miguel	Pedro	Nicole	Guilherme	Verginie	Pedro	Rita	Sandra
show image of Monte Velho White wine. Q4.2.1 - This is a picture of different Monte velho wines currently available in the market . What do you think about the packaging? What do you like and dislike?	Lighter colors. All the info needed. draws more attention. The colors make sense	Likes the label color. It fits well with the type of wine. It is important to have a different label between red and white wines	Likes the contrast between the color of the label and the bottle. Prefers the image of the white bottle + label as a whole	The color is brighter and cleaner than the red one	The white wine looks like gold. Bottle cap is really pretty	Too white. He would prefer a better uniformity between bottle and label. The font colors gives the label some prominence. Does not like the black part of the lower Esporão logo	The golden logo does not look as good. The label is not white, but more as papyrus color	Does not like as much the white wine as the red. Looks like recycling paper color	Considers that this is not as elegant as the red wine one. Likes the lower logo	The white label should be in the red wine	Fresh look. Sober image. It has a great combination between the font and colours
Q4.2.2 - Who do you think is the typical consumer of these wines?	Females. They have more wine knowledge and more purchase power	Men drink the most. Younger people drinking	Women. To younger people	Woman tend to drink more white. 25 to 50 years old	Younger people buying in big retailers but also wine stores	Females. 20-25 years old. Party occasions. Light dinners. Pairing with a good fish meal	Even it is white and the label white as well, it is still to older people	It is not brand for a young generation	Younger generation would not buy	To older people	Erevyone can drink Monte Velho. Daily consumption

Subjects	Diogo	Cátia	Bruno	Miguel	Pedro	Nicole	Guilherme	Verginie	Pedro	Rita	Sandra
Q5.1 - Age	24	27	23	32	30	27	27	24	29	26	37
Q5.2 - Nationality	Portuguese	Portuguese	Portuguese	Portuguese	Portuguese	Portuguese	Portuguese	Portuguese	Portuguese	Portuguese	Portuguese
Q5.3 - Gender	Male	Female	Male	Male	Male	Female	Male	Female	Male	Female	Female
Q5.4 - Education	Master Degree	Bachelor Degree	Bachelor	9th grade	Bachelor degree	Master Degree	Master Degree	Bachelor Degree	Master Degree	Master Degree	Post-graduation
Q5.5 - Occupation	Unemployed	Employee	Student	Employee	Working	Working and studying	Working	Studying	Working	Working	Working

Appendix 4

Monte Velho Survey

Start of Block: Default Question Block

Q34 Chamo-me Manuel Maria Martinho, sou aluno de mestrado de Gestão na universidade Nova de Lisboa, e estou a finalizar a minha tese com um estudo sobre a gestão de marcas de vinhos. O questionário demorará apenas 4-5 minutos a responder. As respostas dadas são anónimas e todas as informações recolhidas serão tratadas confidencialmente. Desde já muito obrigado pelo tempo despendido a ajudar-me a completar este trabalho!

Page Break

Q1 1. Vive em Portugal há pelo menos três anos?

- ☐ Sim (1)
- ☐ Não (2)

Skip To: Q35 If 1. Vive em Portugal há pelo menos três anos? = Não

Page Break

Q2 2. Nasceu entre 1980 e 2000?

☐ Sim (1)

☐ Não (2)

Skip To: Q36 If 2. Nasceu entre 1980 e 2000? = Não

Page Break

Q4 3. Comprou e consumiu vinho nos últimos 3 meses?

☐ Sim (1)

☐ Não (2)

Skip To: Q37 If 3. Comprou e consumiu vinho nos últimos 3 meses? = Não

Page Break

Q5 4. Comprou e consumiu Monte Velho nos últimos 6 meses?

☐ Sim (1)

☐ Não (2)

Page Break

Q68 5. Como considera o seu conhecimento sobre vinhos?

☐ Avançado (1)

☐ Médio (2)

☐ Básico (3)

☐ Nenhum (4)

Page Break

Q9 6. Com que frequência **bebe** vinho?

- ☐ Todos os dias (1)
 - ☐ Várias vezes por semana (2)
 - ☐ 1 vez por semana (3)
 - ☐ 1 vez por mês (4)
 - ☐ Só em ocasiões especiais (5)
 - ☐ Quase nunca (1 vez de 6 em 6 meses) (6)
-

Q8 7. Em que situação, maioritariamente, costuma **beber** vinho?

- ☐ Regularmente em casa (1)
 - ☐ Refeições familiares (2)
 - ☐ Com amigos (3)
 - ☐ À noite (ceia) (4)
 - ☐ Eventos especiais (5)
-

Q70 8. Com que frequência **compra** vinho?

- ☐ Todos os dias (1)
- ☐ Várias vezes por semana (2)
- ☐ 1 vez por semana (3)
- ☐ 1 vez por mês (4)
- ☐ Só em ocasiões especiais (5)
- ☐ Quase nunca (1 vez de 6 em 6 meses) (6)
- ☐ Nunca (7)

Q71 9. Em que situações **compra** vinho?

- ☐ Consumo regular (1)
 - ☐ Oferta (2)
 - ☐ Para ocasiões especiais (3)
 - ☐ Quando me reuno com amigos (4)
-

Q11 10. Onde costuma **comprar** o vinho, maioritariamente?

- ☐ Minimercado ou Lojas de Conveniências (1)
 - ☐ Supermercado (7)
 - ☐ Mercado Premium ou Gourmet (2)
 - ☐ Hipermercado (3)
 - ☐ Loja de vinhos ou Garrafeira (4)
 - ☐ Retalhista (Makro, etc) (5)
 - ☐ Feiras de Vinhos (12)
 - ☐ Online (13)
-

Q7 11. Coloque [por arraste] por ordem de importância as variáveis que influenciam a sua escolha de vinho. (1- mais importante; 10 - menos importante)

- _____ Preço (1)
 - _____ Região de origem (2)
 - _____ Cor (Branco, Tinto, Rosé, etc.) (3)
 - _____ Design do Rótulo (4)
 - _____ Ocasião (5)
 - _____ Castas (6)
 - _____ Marca (7)
 - _____ Promoções (8)
 - _____ Informação contida no Rótulo (9)
 - _____ Localização na prateleira (10)
-

Q12 12. Quando compra vinho o que prefere?

- ☐ Comprar um vinho que conhece (1)
 - ☐ Experimentar novos vinhos (2)
-

Page Break

Q30 Considere esta imagem de Cartuxa.



Q74 13. Conhece esta marca de vinho?

☐ Sim (1)

☐ Não (2)

Q75 14. Já consumiu este vinho?

☐ Sim (1)

☐ Não (2)

Q32 15. Quando pensa nas pessoas que consomem o Cartuxa, que tipo de pessoa lhe vem à mente? Classifique-a dentro de cada um dos atributos que se seguem.

	- (1)	(2)	(3)	(4)	+ (5)
Conhecimento de vinhos (1)					
Idade (2)					
Estatuto Económico (3)					
Estatuto Profissional (4)					
Estatuto cultural (5)					
Estatuto académico (6)					

Page Break

Q31 Considere esta imagem de Papa Figos.



Q76 16. Conhece esta marca de vinho?

☐ Sim (1)

☐ Não (2)

Q77 17. Já consumiu este vinho?

☐ Sim (1)

☐ Não (2)

Q78 18. Quando pensa nas pessoas que consomem o Papa Figos, que tipo de pessoa lhe vem à mente? Classifique-a dentro de cada um dos atributos que se seguem.

- (1) (2) (3) (4) + (5)

Conhecimento
de vinhos (1)

Idade (2)

Estatuto
Económico (3)

Estatuto
Profissional (4)

Estatuto
cultural (5)

Estatuto
académico (6)

Page Break

Q13 Esta é a garrafa de Monte Velho tinto 2017



Q79 19. Conhece esta marca de vinho?

☐ Sim (1)

☐ Não (2)

Q80 20. Já consumiu este vinho?

☐ Sim (1)

☐ Não (2)

Q81 21. Quando pensa nas pessoas que consomem o Monte Velho Tinto, que tipo de pessoa lhe vem à mente? Classifique-a dentro de cada um dos atributos que se seguem.

- (1) (2) (3) (4) + (5)

Conhecimento
de vinhos (1)

Idade (2)

Estatuto
Económico (3)

Estatuto
Profissional (4)

Estatuto
cultural (5)

Estatuto
académico (6)

Q85 22. Considerando as características visuais e estéticas do rótulo do vinho Monte Velho Tinto, avalie-o relativamente aos seguintes atributos:

1 (1)

2 (2)

3 (3)

4 (4)

5 (5)

Moderno	Tradicional
Engraçado	Sério
Elegante	Piroso
Estimulante	Aborrecido
Colorido	Escuro
Claro	Confuso

Q86 23. Considerando as características visuais e estéticas da garrafa de vinho Monte Velho Tinto, avalie-a relativamente aos seguintes atributos:

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	
Repulsivo						Atraente
Desagradável						Agradável
Indesejável						Desejável

Q26 24. Quanto acha que este vinho custa?

- ☐ 0,99€ a 2,99€ (1)
 - ☐ 3€ a 4,99€ (2)
 - ☐ 5€ a 6,99€ (3)
 - ☐ 7€ a 9,99€ (4)
 - ☐ 10€ a 14,99€ (5)
 - ☐ Mais de 15€ (6)
-

Q27 25. Qual a probabilidade de o comprar a esse preço?

- ☐ 1 (Pouco provável) (1)
 - ☐ 2 (2)
 - ☐ 3 (6)
 - ☐ 4 (7)
 - ☐ 5 (Muito provável) (8)
-

Q28 26. Para aumentar a probabilidade de comprar esta garrafa de vinho, o que alteraria? (Pode seleccionar mais do que uma opção)

- ☐ Logotipo do Esporão (1)
 - ☐ Formato do Rótulo (2)
 - ☐ Cor (3)
 - ☐ Tipo de letra (4)
 - ☐ Tipo de garrafa (5)
 - ☐ Conteúdo da informação (6)
 - ☐ Outro: (7) _____
-

Page Break

Q15 Esta é a garrafa de Monte Velho Branco 2017



Q87 27. Conhece esta marca de vinho?

☐ Sim (1)

☐ Não (2)

Q88 28. Já consumiu este vinho?

☐ Sim (1)

☐ Não (2)

Q98 29. Quando pensa nas pessoas que consomem o Monte Velho Branco, que tipo de pessoa lhe vem à mente? Classifique-a dentro de cada um dos atributos que se seguem:

- (1) (2) (3) (4) + (5)

Conhecimento
de vinhos (1)

Idade (2)

Estatuto
Económico (3)

Estatuto
Profissional (4)

Estatuto
cultural (5)

Estatuto
académico (6)

Q90 30. Considerando as características visuais e estéticas do rótulo do vinho Monte Velho Branco, avalie-o relativamente aos seguintes atributos:

1 (1)

2 (2)

3 (3)

4 (4)

5 (5)

Moderno	Tradicional
Engraçado	Sério
Elegante	Piroso
Estimulante	Aborrecido
Colorido	Escuro
Claro	Confuso

Q91 31. Considerando as características visuais e estéticas da garrafa de vinho Monte Velho Tinto, avalie-a relativamente aos seguintes atributos:

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	
Repulsivo						Atraente
Desagradável						Agradável
Indesejável						Desejável

Q92 32. Quanto acha que este vinho custa?

- ☐ 0,99€ a 2,99€ (1)
 - ☐ 3€ a 4,99€ (2)
 - ☐ 5€ a 6,99€ (3)
 - ☐ 7€ a 9,99€ (4)
 - ☐ 10€ a 14,99€ (5)
 - ☐ Mais de 15€ (6)
-

Q93 33. Qual a probabilidade de o comprar a esse preço?

- ☐ 1 (Pouco provável) (1)
 - ☐ 2 (2)
 - ☐ 3 (3)
 - ☐ 4 (4)
 - ☐ 5 (Muito Provável) (5)
-

Q94 34. Para aumentar a probabilidade de comprar esta garrafa de vinho, o que alteraria? (Pode seleccionar mais do que uma opção)

- ☐ Logotipo do Esporão (1)
 - ☐ Formato do Rótulo (2)
 - ☐ Cor (3)
 - ☐ Tipo de letra (4)
 - ☐ Tipo de garrafa (5)
 - ☐ Conteúdo da informação (6)
 - ☐ Outro: (7) _____
-

Q29 35. Como costuma encontrar informações sobre um vinho

- ☐ Através de amigos (1)
 - ☐ Através de familiares (2)
 - ☐ Através de Barmans (3)
 - ☐ Através de anúncios na televisão (4)
 - ☐ Através de anúncios em revistas (5)
 - ☐ Em lojas de vinho (6)
 - ☐ Online (7)
 - ☐ Livros/revistas especializadas (8)
 - ☐ Acções de degustação (9)
-

Page Break

Q95 36. Género

☐ Masculino (1)

☐ Feminino (2)

Q96 37. Estado civil

☐ Solteiro(a) (1)

☐ Casado(a) (2)

☐ Divorciado(a) (3)

☐ União de facto (4)

☐ Outro: (5) _____

Q97 38. Idade

☐ 18-24 (1)

☐ 25-31 (2)

☐ 32-38 (3)

Skip To: Q38 If 38. Idade(18-24) Is Displayed

Page Break

Q35 Obrigado pela sua ajuda, mas este questionário é dirigido para pessoas que vivem em Portugal há pelo menos 3 anos.

Skip To: Q38 If Obrigado pela sua ajuda, mas este questionário é dirigido para pessoas que vivem em Portugal há p...() Is Displayed

Page Break

Q36 Obrigado pela sua ajuda, mas este questionário é dirigido para pessoas que nasceram entre 1980 e 2000.

Skip To: Q38 If Obrigado pela sua ajuda, mas este questionário é dirigido para pessoas que nasceram entre 1980 e...() Is Displayed

Page Break

Q37 Obrigado pela sua ajuda, mas este questionário é dirigido para pessoas que bebem vinho pelo menos de três em três meses.

Skip To: Q38 If Obrigado pela sua ajuda, mas este questionário é dirigido para pessoas que bebem vinho pelo menos...() Is Displayed

Page Break

Q38 Muito obrigado pela sua ajuda. A sua resposta foi guardada com sucesso.

Skip To: End of Survey If Muito obrigado pela sua ajuda. A sua resposta foi guardada com sucesso.() Is Displayed

Page Break

End of Block: Default Question Block

Appendix 5: Tabelas das análises estatísticas aos dados recolhidos

Table 1.
Self-assessed Wine Knowledge Levels

	Frequency	Percentage
No knowledge of wine at all	16	14,7
Basic	51	46,8
Intermediate	39	35,8
Advanced	3	2,8
Total	109	100,0

Table 2.
How often do millennials consume wine

	Frequency	Percentage
Rarely	2	1,8
Special occasions	16	14,7
About once a month	16	14,7
About once a week	42	38,5
Several times a week	27	24,8
Daily	6	5,5
Total	109	100,0

Table 3.
Situations prompt Millennials to drink wine

	Frequency	Percentage
For regular consumption at home	13	11,9
Family gatherings	1	0,9
When gathering with friends	57	52,3
In the evening	29	26,6
Special events	9	8,3
Total	100	100,0

Table 4.
How often do millennials purchase wine

	Frequency	Percentage
Never	1	,9
Rarely	10	9,2
Special occasions	28	25,7
About once a month	27	24,8
About once a week	36	33,0
Several times a week	7	6,4
Total	109	100,0

Table 5. Factors to purchase a bottle of wine

Factor	Order of Importance									
	1	2	3	4	5	6	7	8	9	10
Price	25	19	21	23	16	5	--	--	--	--
Region of Origin	17	22	11	13	13	12	12	3	1	5
Label design	--	5	--	6	16	22	18	17	23	2
Colour	38	28	13	10	3	3	9	5	--	--
Occasion	9	9	21	3	14	15	21	8	7	2
Wine grape varieties	1	3	7	6	7	11	22	30	18	4
Brand	3	7	17	20	18	12	12	11	9	--
Sales	9	11	18	23	19	6	2	11	9	1
Info on label	--	5	1	5	3	21	11	21	32	10
Convenient location on shelf	7	--	--	--	--	2	2	3	10	85

Notes: $N = 109$. 1 = Most Important and 10= Least Important. Highlighted figures represent the factors within each level of importance.

Table 6.

The situation the millennials purchase wine

	Frequency	Percentage
When gathering with friends	58	53,2
Special occasions	21	19,3
To give as a gift	9	8,3
For regular consumption at home	20	18,3
Total	108	99,1
Omission	1	,9
Total	109	100,0

Table 7.

Where Millennials purchase wine

	Frequency	Percentage
Minimarket	2	1,8
Supermarket	56	51,4
Hypermarket	47	43,1
Wineries	4	3,7
Total	109	100,0

Table 8.

Preference of wines

	Frequency	Percentage
known	77	70,6
New	32	29,4
Total	109	100,0

Table 8.

Percentage of Positive answers for Familiarity and Consumption of Wines in the Four Bottles

	Bottle 1	Bottle 2	Bottle 3	Bottle 4
	%	%	%	%
Familiarity	70.6	83.5	91.7	91.7
Consumption	57.8	72.5	85.3	45.9

Table 9.

Mean Perceptions towards conceptual design features

	Bottle 3 (red wine)	Bottle 4 (white wine)
	<i>M</i>	<i>M</i>
Modern vs Traditional	3.04	2.97
Funny vs Serious	3.40	3.35
Elegant vs Tacky	2.28	2.40
Exciting vs Boring	2.71	2.64
Clear vs Messy	4.21	2.62
Colorful vs Dark	3.95	2.19

Table 10.

Mean Perceptions towards attractiveness

	Bottle 3 (red wine)	Bottle 4 (white wine)
	<i>M</i>	<i>M</i>
Unattractive vs Attractive	3.68	3.46
Unlikable vs Likable	3.58	3.59
Undesirable vs Desirable	3.47	3.35

Note: These items were measured in the same manner as the design elements. Mean scores are calculated on a 5-point scale, where 1 = 'strongly disagree' and 5 = 'strongly agree.'

Table 11. Sources from which learn about wine

	Percentage
Friends	66.3
Family members	70.7
Bartender	4.6
TV advertisement	5.5
Magazine advertisement	5.5
Wine shops	20.1
Online	15.6
Wine Books /wine Journals	21.1
Attending wine Tasting	18.3

Note: In Table 11 the total of percentage mentioned is more than 100% because participants could choose more than one option.

Table 12. T-test values and significance for each attribute

	t	gl	Sig. (bilateral)
Wineknowledge	23,821	3	0,000
Age	17,017	3	0,000
EconomicStatus	17,644	3	0,000
ProfessionalStatus	9,442	3	0,003
CulturalStatus	52,585	3	0,000
AcademicStatus	78,612	3	0,000